

CWS Disaster Plan

Preparedness, Response,
Recovery

June 4, 2008

Concept of Operations

*"The goal of CWS is to ensure the safety,
permanency and well-being of children in their
own homes."*

Child protection intervention when necessary

Family support/family preservation

Family reunification

Other permanent homes, when reunification is not
possible

Preparation for independent living

CWS Programs

- Family strengthening and support
- Child protection
- Foster care
- Adoption
- Independent living
- Licensing of foster family boarding homes

CWS Resources/Assets

- 36 operations units/sub-units statewide (Oahu, East Hawaii, West Hawaii, Kauai, Maui, Molokai, and Lanai)
- Over 500 staff providing intake, assessment, case management, home-based (in-home) and licensing services
- ___ state vehicles for transport of children (cars, vans, four-wheel drive)
- Contracted service providers, including transportation services contract, assessment and treatment services, emergency shelters for children, shelters for families, women or men affected by domestic violence/intimate partner abuse
- Have 629 general licensed child foster homes, 485 special licensed relative homes, 192 special licensed homes, 19 emergency shelter homes statewide (as of 12-31-07)
- Numerous networks of volunteers and supporters providing manpower, emergency funds, etc. -- Children's Alliance of Hawaii, Hawaii Foster Parent Association, Friends of Children's Justice Center, etc.

Continuity of Operations (COOP)

- In a disaster or after a disaster, CWS must continue its business, its legal responsibility to children at risk under our custody/care and under our protection through oversight/family supervision.

Restore Normalcy

- Lessons learned from Katrina and other disasters -- It is important to restore normalcy for children as quickly as possible and help them deal with the adverse effects of traumatic events.
- Secondary trauma - It is important to support and help staff deal with the adverse effects of traumatic events and secondary trauma.

Why is CWS involved in emergencies/disasters?

- Because they may directly affect CWS staff and operations.
- Because they may directly affect the ability of contracted CWS service providers to deliver or provide needed services to CWS clients.
- Because they may compromise the safety and well-being of at risk children under CWS custody/care and the ability of families under CWS oversight/family supervision to provide a safe home for their children.

What is CWS role in emergencies/disasters?

- Congressional/Federal mandate, P.L. 109-288, Child and Family Services Improvement Act of 2006 – lessons learned from Katrina and other disasters
- CWS must identify, locate and continue to make available services to children under State supervision and care who are displaced or adversely affected by a disaster.

What is CWS role in emergencies/disasters?

- Respond, as appropriate, to new CWS cases in areas adversely affected by a disaster and provide services in those cases
- Remain in communication with caseworkers and other essential CWS personnel who are displaced because of a disaster.

Essential Support Functions

- FMO – payments; flow of Federal funds into State – IV-E, TANF; P card; emergency funds account
- OIT – information systems
- Communications – land lines, cells, 1-800 hotline; web enabled communications site, remote access, email, mainframe and network.
- PERS
- Staff volunteers

Preparedness

- Licensing changes
- Back up generators
- Training, training, training

National Response Framework

- Unified, coordinated response

CWS Continuity of Operations Plan (COOP) Interim Procedures

CWS has essential mandated child protection and care functions that must be performed, or rapidly and efficiently resumed, in a disaster. A disaster can quickly interrupt, paralyze, and/or destroy the ability of an agency to perform its essential functions. While the impact of a disaster cannot be predicted, planning for operations under such conditions can mitigate the impact of such adverse events on our people, our facilities, our services, our mission and our clients.

DHS is scheduled to complete the Department COOP in December 2007. The CWS interim operating procedures in a disaster, provided herein, are part of the DHS unified and integrated COOP and therefore is subject to wide review by internal and external partners due to interdependencies. The interim procedures currently in place will be activated when preparing for and responding to a major disaster.

The aim of COOP is to minimize disruption of CWS operations and provide for continued performance of essential mandated functions under all hazards.

This plan is to ensure the execution of CWS mission essential functions and to direct the relocation, if necessary, of personnel and resources to a temporary alternate facility capable of supporting emergency operations until resumption of normal operations.

Public Law 109-288, Child and Family Services Improvement Act of 2006, requires states to have in place **by September 28, 2007** procedures providing how the programs funded under Title IV-B and Title IV-E would respond to a disaster in accordance with a Federal Department of Health and Human Services (DHHS) criteria that would include the following requirements:

Identify, locate and continue to make available services to children under State care or supervision who are displaced or adversely affected by a disaster (CASE MANAGEMENT AND SERVICE PROVISION RESPONSIBILITIES AND CAPABILITIES)

Respond, as appropriate, to new child welfare cases in areas adversely affected by a disaster and provide services in those cases (INTAKE, ASSESSMENT AND RESPONSE CAPABILITIES, including EMERGENCY PLACEMENT AND SERVICE CAPABILITIES)

Remain in communication with caseworkers and other essential child welfare personnel who are displaced because of a disaster (HUMAN CAPITAL MANAGEMENT AND COMMUNICATIONS RESPONSIBILITIES AND CAPABILITIES)

[Note: This is another way of saying that our people are our most valuable asset. They too may have been adversely impacted and may have needs as a result of the disaster. Caring about employees is good business; employees need to know that the Department is supportive of their need to take care of their family, their home and they too may need to take care of personal matters to get back to

normal and return to work quickly. Also, there may be employee assistance available through the Department to those dealing with adversity/trauma.]

Preserve essential program records (PROTECTING VITAL GOVERNMENT RECORDS RESPONSIBILITIES AND CAPABILITIES)

Coordinate services and share information with other States. (EMERGENCY MANAGEMENT)

COOP Objectives:

- Ensure the performance of CWS essential functions/operations in an emergency or disaster
- Ensure the safety of personnel, clients under CWS supervision, custody and care, and the safety of any visitors to affected facilities; reduce injury and loss of life
- Protect critical equipment, records, and other assets
- Minimize damage and loss so that CWS can continue to operate and serve its mandated public purpose
- Achieve timely and orderly recovery from any incident and reconstitution of and resumption of normal operations
- Provide a foundation for continuity of government (COG) for CWS – for continued leadership, governance, decision-making and execution of operations (1) by establishing an **order of succession** for top CWS management, (2) by **pre-delegating authority to make decisions**, and (3) by **devolution**, or the temporary transfer of authority and responsibility to execute CWS operations to others.
- Ensure compliance with the CWS program's Federal and State legal and statutory requirements
- Ensure that all those who CWS is interdependent on to continue operations in a disaster are able to carry out their agreed upon functions; that if CWS has needs that are beyond CWS capacity to address, there will be an agreed upon process for communicating those needs pre-disaster and immediately after the disaster to the Department, State Civil Defense (SCD), the Governor and the Federal Emergency Management Agency (FEMA). There will also be an agreed upon process to communicate those needs to the Administration for Children and Families (ACF) and an understanding of ACF's role in providing assistance to CWS in a disaster and the process for activating ACF help.

Essential functions are those functions that must be continued under all circumstances; that must be continued with minimal disruption or cannot be interrupted, in CWS case, for more than 24 hours (immediate response to safety and severity levels of risk) without compromising CWS' ability to perform its Federal and State mandated public purpose or mission.

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The CWS functions identified herein are documented as an essential mission or responsibility explicitly assigned to CWS by Federal and State law, or has been determined by the DHS Director to be essential in order to comply with Federal and/or State law.

Public Law 109-288, Child and Family Services Improvement Act of 2006, Chapter 350,587, 346, Hawaii Revised Statutes (HRS)

Essential Functions	Communication Responsibility	Tracking/Locating Responsibility
Leadership	Director, Deputy Director, Division Administrator, Child Welfare Branch Administrator, Assistant Branch Administrator, Section Administrators and Supervisors	Absent or incapacitated leadership
CASE MANAGEMENT OF CHILD VICTIMS IN CWS FOSTER CARE: Care, custody and guardianship of children in foster care, especially children with high medical needs, mental health needs	Parents, guardians, parents, courts, GAL, VGAL – notification - want to know status of child	Foster children, parents, guardians, and resource parents – need to know status
CASE MANAGEMENT OF COURT ORDERED FAMILY SUPERVISION CASES WHERE CHILD VICTIMS ARE MAINTAINED IN THEIR HOME WITH SERVICES	Courts, GAL, VGAL – notification - want to know status of child and family	Children, parents – need to know status
STATEWIDE INTAKE	General public and mandated reporters – notification Use of 1-800-494-3991 as call center Communication, coordination with and referrals to local police	Track referrals/reports coming in, screened, prioritized response and status Track referrals to local police

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Essential Functions	Communication Responsibility	Tracking/Locating Responsibility
	<p>Communication with local CWS units</p> <p>Communication, coordination with other local emergency responders</p>	
INVESTIGATION/ ASSESSMENT	Parents, foster parents – notification on how investigation/assessment will be handled and status, given the situation	<p>Children, family – locate, track</p> <p>Timely response (face to face contact with child)</p>
Emergency placement/ removal of children from their home	Parents, resource parents, emergency shelters – notification	<p>Availability of licensed resource families and emergency shelter beds</p> <p>Family finding “rapid search” for suitable relatives as resource families</p>
Service provision, particularly for children with medical, mental health and special care needs	Parents, resource parents, service providers	Service availability particularly of Purchase of Service (POS) providers

Critical Resources	Communication	Tracking
Staffing	Administrators, supervisors, employees	Absent or incapacitated staff – status
Payment - employees, resource families, care providers, service providers, vendors	All employees, including those with emergency response responsibilities; all providers and recipients	Payment status
Information system	Users, Office of Information Technology (OIT), System Operations Unit (SOU)	Availability of CPSS intake, case, payment information; email, LAN, interfaces Protection of vital records – electronic, paper and other media – nightly back-ups of electronic records; paper records secured in locked metal cabinets, plastic sheeting cover; redundancy

I. Disaster Operations Procedures by Unit of Organization or Function:

A. LEADERSHIP/ COMMUNICATION

Director or designee (Deputy Director):

- Provides direction and information to Divisions, Attached Agencies and Staff Offices about actions to take in response to an impending or actual disaster, and the actions being taken by the Director's Office.
- Informs affected offices to activate the continuity of operations plan (COOP) in response to an impending or actual disaster.
- Use media to communicate directions to staff, clients and providers when other forms of communication are not available or effective in responding to a disaster.
- Use the Statewide Intake Unit as a CWS communications center when necessary.
- Coordinates CWS priorities and continuing operations plan with Departmental priorities and through the DHS Emergency Operations Team (DHS Civil Defense Coordinators) and the State Emergency Response Team (SERT).

- Activates and convenes the DHS Emergency Operations Team before and/or immediately after the disaster, when necessary, to get an update on current situation, coordinate emergency, response and recovery operations, assess damages, identify needs and acquire or request needed resources, coordinate through SERT and the emergency powers of SCD and FEMA the timely acquisition/deployment of resources to maintain, continue or reconstitute essential functions.
- Authorizes activation of relocation plans to a temporary new site if it is unsafe for affected offices to provide essential government operations.

B. STATEWIDE INTAKE UNIT

Intake Unit Supervisor will:

- Conduct safety and damage assessment; assess availability of unit resources/assets (employees, facility, equipment, cars, electricity, water, communications) and worker safety to continue unit operations after disaster strikes.
- Determine if it is safe for workers to report to the Intake office.
- Contact the Child Welfare Services Branch Administrator (CWSBA) or designee through the Section Administrator (SA) or designee to determine if Intake could be moved to a temporary new site if it is unsafe to report to the Intake office.
- Assess needs and communicate those needs to CWSBA through SA.
- Have prepared in advance a “go kit” for the unit in the event that CPSS is not operational or must quickly establish unit operations at a temporary new site. The Kit would include a laptop with thumb nail drive loaded with and a hard copy binder with the following information to operate: (1) up-to-date phone numbers, home and e-mail addresses for DA, SA, unit supervisor, unit workers, including support staff; (2) key contact and other information intake needs to operate; (3) a copy of COOP and evacuation plan; (4) paper forms necessary to document usual work so that your workers or others at sites with CPSS operating can input the worker’s documentation into CPSS later; (8) personnel and other forms including forms for worker’s compensation claim, property/equipment damage or loss claim, (9) up-to-date equipment inventory. The go kit would include an initial supply of the forms, emergency first aid and emergency supplies, office supplies, etc. Supervisor must have access to a “go kit 24 hours a day in case a disaster strikes when the supervisor is at home. A second kit needs to remain in the office and be accessible to all staff.
- Obtain the status of each section’s CWS/assessment unit office and their contact information if they have moved to a different site.
- Activate the phone tree to contact staff when staff cannot or should not go to the office or when communications cannot be followed.
- Review referrals/reports to Intake and give highest priority to those with safety issues screened as severe and high risk, requiring immediate response.

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- Provide paper forms for documenting referrals/reports if CPSS is not available, or if the Maui Community College (MCC) web-based screening tools are not available.
- Contact the local police (local law enforcement) when child is in danger and referral cannot be made to local CWS/assessment unit.
- Request additional staff when it is not possible to handle calls.
- Use Intake as a CWSB communications center when requested by the Director or designee.
- Keep in contact with absent or incapacitated staff to check on their safety and needs; keep them informed of what is happening in unit and their availability to return to work.

Intake workers will:

- Report to the Intake office unless instructed to report to a temporary site by the Intake supervisor or CWSBA or designee.
- Contact supervisor on absence or incapacitation.
- Contact local police when child is in danger and referral cannot be made to a local CWS/assessment unit.
- Determine as soon as possible if call is screened as highest priority level referral requiring immediate response.
- Document referrals on paper forms if CPSS and/or MCC web-based tools are not available.

C. ASSESSMENT UNIT

Unit Supervisor will:

- Conduct safety and damage assessment; assess availability of unit resources/assets (employees, facility, equipment, cars, electricity, water, communications) and worker safety to continue unit operations after disaster strikes.
- Determine if it is safe for workers to report to the unit.
- Contact the Child Welfare Services Branch Administrator (CWSBA) or designee through the SA or designee to determine if unit could be moved to a temporary new site if it is unsafe to report to the office.
- Assess needs and communicate those needs to CWSBA through SA.
- Have prepared in advance a "go kit" for the unit in the event that CPSS is not operational or must quickly establish unit operations at a temporary new site. The Kit would include a laptop with thumb nail drive loaded with and a hard copy binder with the following information to operate: (1) up-to-date phone numbers, home and e-mail addresses for DA, SA, unit supervisor, unit workers, including support staff; (2) up-to-date phone numbers, home and e-mail addresses of a copy of COOP and evacuation plan; (3) paper forms necessary to document usual work so that your workers or others at sites with CPSS operating can input the worker's documentation into CPSS later; (4) personnel and other forms including forms for worker's compensation claim, property/equipment damage or loss claim, (5) up-to-date equipment

inventory. The go kit would include an initial supply of the forms, emergency first aid and emergency supplies, office supplies, etc.

Supervisor must have access to a "go kit 24 hours a day in case a disaster strikes when the supervisor is at home.

A second kit needs to remain in the office and be accessible to all staff.

- Activate phone tree to contact staff when staff cannot or should not go to the office or when usual communications cannot be followed.
- Review reports assigned to unit for investigation/assessment and services and give highest priority to reports requiring immediate response (within 24 hours).
- Determine if it is safe for unit workers to make initial face-to-face contact/response and other contacts to complete the assessment before, during and after disaster strikes.
- Establish core team of staff, if possible, to carry out critical assessment and services tasks.
- Request additional staff from CWSBA through the SA if there is not sufficient assessment staff.
- Document delays in CPSS or on paper if necessary in responding to all reports according to response policy.
- Instruct staff to work with the local police regarding any emergency removals, especially if the Courts are not available.
- Triage all other assessment functions for new and open assessments based on child safety and availability of staff.
- Provide forms for documentation if CPSS is not operational.
- Keep in contact with absent or incapacitated staff to check on their safety and needs; keep them informed of what is happening in unit and their availability to return to work.

Assessment worker will:

- Contact supervisor on absence or incapacitation.
- Determine best method of conducting the assessment, in consultation with the unit supervisor, when standard procedures cannot be followed, e.g., additional collateral contacts may be made to assure the child is safe when a child cannot be seen in person
- Notify local police (law enforcement) when there is imminent danger to a child.
- Document all efforts made in CPSS or on paper to insure a child's safety.
- Contact unit supervisor periodically regarding worker's own safety.

D. CASE MANAGEMENT UNIT

Unit supervisor will:

- Conduct safety and damage assessment; assess availability of unit resources/assets (employees, facility, equipment, cars, electricity, water, communications) and worker safety to continue unit operations after disaster strikes.

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- Determine if it is safe for workers to report to the unit.
- Contact the Child Welfare Services Branch Administrator (CWSBA) or designee through the SA or designee to determine if unit could be moved to a temporary new site if it is unsafe to report to the office.
- Assess and communicate needs to CWSBA via SA.
- Have prepared in advance a “go kit” for the unit in the event that CPSS is not operational or must quickly establish unit operations at a temporary new site. The Kit would include a laptop with thumb nail drive loaded with and a hard copy binder with the following information to operate: (1) up-to-date phone numbers, home and e-mail addresses for DA, SA, unit supervisor, unit workers, including support staff; (2) up-to-date phone numbers, home and e-mail addresses of parents under investigation assessment; (3) of foster parents and children in their care; (4) emergency shelter; (5) residential facilities; (6) hospitals; (7) a copy of COOP and evacuation plan; (8) paper forms necessary to document usual work so that your workers or others at sites with CPSS operating can input the worker’s documentation into CPSS later; (9) personnel and other forms including forms for worker’s compensation claim, property/equipment damage or loss claim, (10) up-to-date equipment inventory. The go kit would include an initial supply of the forms, emergency first aid and emergency supplies, office supplies, etc. Supervisor must have access to a “go kit 24 hours a day in case a disaster strikes when the supervisor is at home. A second kit needs to remain in the office and be accessible to all staff.
- Activate phone tree to contact staff when staff cannot or should not go to the office or when usual communications cannot be followed.
- Ensure that birth and foster parents and residential providers of all foster children in open cases are contacted
- Ensure that workers review cases and confirm the safety of all children with immediate safety issues and service needs – medically fragile children dependent on life supporting equipment; children dependent on prescription medicine; children with physical, mental and/or emotional disabilities, with behavioral and mental health needs, dependent on psychotropic drugs, impacted by trauma, children who need structure to control their behavior who may be adversely affected by disruption

E. LICENSING UNIT

- Assist in contacting general licensed and child specific licensed foster parents and child caring institutions who have not called in to assess status (damages, evacuation, status of children).
- Complete/update status assessment report daily and forward to CWSBA via SA. SA to review and provide overall analysis of impact and need.
- Assist in finding suitable options for emergency placement/emergency removal.

F. SERVICE AVAILABILITY

The Purchase of Service (POS) Unit will be the call center for service providers to call to report their status (damage assessment; service availability and accessibility; change in operations). POS will contact and do outreach to find out the status of providers and services, when providers have not or are unable to call in.

G. PAYMENT

- Request increase in CAN Emergency (Imprest) Funds, as needed, so CWS has the flexibility of responding to needs with immediate cash assistance.
- Emergency payments for board, services, subsidies and payroll are to be activated when ordered by the Director or designee and when usual payment procedures cannot be followed.
- The Support Services Office (SSO) will be the call center for information on payments.

H. INFORMATION SYSTEM

The Systems Operations Unit (SOU) will be the SSD call center for information on CPSS problems.

PRESERVING VITAL RECORDS: Hard copy case record information for active cases are kept on site and kept in locked metal file cabinets covered with plastic sheeting in a disaster. This hard copy record system is backed up by an electronic case record and payment information system (redundant). Information in the electronic information system is backed up nightly.